ALAMEDA COUNTY congestion management agency

ORIENTATION HANDBOOK

Welcome to the Alameda County Congestion Management Agency 2005

ORIENTATION HANDBOOK

Contents

| 1. | INTRODUCTION | |
|---------|-------------------------------------|------|
| Welcon | me to the CMA | 1 |
| Purpos | e and Organization of the Handbook | 1 |
| | | |
| 2. | A SNAPSHOT OF THE CMA | |
| History | y and Purpose of the CMA | 3 |
| | in, Goals and Objectives | |
| | da County Transportation System | |
| | on to Other Jurisdictions | |
| | ng Areas | |
| | ology of Key Milestones * | |
| | Year Work Program Accomplishments * | |
| | | |
| 3. | THE WORK | |
| Overv | iew | . 13 |
| | ng the System | |
| Progra | imming the Funds | .]5 |
| _ | menting the Projects and Programs | |
| • | | |
| 4. | THE BOARD | |
| Organ | izational Structure | . 17 |
| | nittee Purpose and Organization | |
| | sensus Approach | |
| | g Structure | |
| Conta | ct Information * | . 24 |
| | | |

5. THE STAFF

| Organ | sizational Structure * | 27 |
|-------|--|----|
| Roles | and Responsibilities | 28 |
| Board | and Committee Support | 30 |
| Conta | act Information * | 31 |
| 6. | THE FUNDING PICTURE | |
| Direc | t Funding Sources | 33 |
| | ect Funding Sources | |
| | ess and Timeline | |
| | | |
| FIG | URES | |
| 1. | Relationship to Other Jurisdictions and Agencies | 7 |
| 2. | Planning Areas | |
| 3. | Board Organizational Structure | 17 |
| 4. | Board Decisionmaking Process | 21 |
| 5. | Staff Organizational Structure | 27 |
| 6. | Overview of the Funding Picture | 37 |
| | | |
| TAE | BLE | |
| 1. | Board Voting Structure | 23 |
| ATT | ACHMENTS | |
| A. | Glossary of Acronyms | 39 |
| B. | Staff Salary and Benefits Resolution * | 43 |

^{*} These sections will be updated, as needed.

SECTION ONE Introduction

WELCOME TO THE ALAMEDA COUNTY CONGESTION MANAGEMENT AGENCY!

Alameda County continues to be one of the most diverse counties in California—socially, economically, environmentally and culturally. Reflecting this diversity, each area of the county has different transportation needs, facilities and resources. The nature of the Alameda County Congestion Management Agency (CMA) requires that it, too, reflect and respond to such diversity by:

- Collaborating with many other jurisdictions and agencies;
- · Dealing with the complexities of transportation funding; and
- Seeking consensus among Board members drawn from very different parts of the county with significantly different interests and concerns.

PURPOSE AND ORGANIZATION OF THE HANDBOOK

In the past, Board members have expressed the desire for a thorough orientation to their involvement with the CMA. New members, especially, felt this would greatly assist them in becoming effective members of the Board. To that end, this Handbook is intended to provide a clear picture of the CMA's purpose, responsibilities and scope, as well as an understanding of the Board and Staff function and duties.

Following this introduction, the Handbook is organized in five sections:

- A Snapshot of the CMA
- · The Work
- · The Board
- The Staff
- The Funding Picture

For your convenience, Attachment A presents a glossary of acronyms commonly used in transportation planning (sometimes referred to as the "alphabet soup"). Attachment B contains the most recent CMA Staff Salary and Benefits Resolution.

SECTION TWO A Snapshot of the CMA

HISTORY AND PURPOSE OF THE CMA

History

In 1990, California voters recognized the tremendous growth in jobs and population throughout the state by passing Proposition 111. This proposition increased the statewide fuel tax to fund transportation projects and address growing congestion. The proposition required all urban counties to designate a congestion management agency to plan and implement projects and programs with the new funds.

Through a joint powers agreement (JPA) between Alameda County, its 14 cities and two local transit operators, the CMA was created in 1991 to fulfill this role and responsibility. As the local agency responsible for congestion management in Alameda County, the CMA strategically plans, funds and implements projects and programs for highway and transit expansion, local road improvements, transit maintenance and improvements to bicycle and pedestrian facilities.

The JPA specifies the composition of the CMA Board as well as its functions, duties, powers and other administrative matters. This agreement has been amended twice since May of 1991 to revise the voting structure and to deal with quorum-related matters.

Purpose

The CMA's charge is clear—manage congestion by coordinating transportation planning and funding programs within Alameda County and with contiguous counties. Accordingly, each year the CMA prepares a list of recommended congestion-reduction projects and programs for funding. In compiling this list the CMA relies on the partnership and cooperation of a number of other agencies such as:

- Alameda County Transportation Improvement Authority (ACTIA)
- Metropolitan Transportation Commission (MTC)
- California Transportation Commission (CTC)
- California Department of Transportation (Caltrans)
- · Other CMAs in the region
- Every local jurisdiction and transit provider in Alameda County

The CMA's activities can be viewed in three parts (described in detail in Section Three — The Work):

- Developing the planning documents that guide operation, service and funding decisions;
- · Programming the funds to local agencies for transportation improvements; and
- Implementing the projects and programs set forth in the planning documents.

MISSION, GOALS AND OBJECTIVES

The JPA set forth the mission, goals and objectives for the CMA.

Mission

The mission, adopted April 22, 1993, of the CMA is to improve mobility for Alameda County residents, workers and goods, while recognizing the social values and environmental concerns of the community.

Goals

To support the mission statement, the following seven goals guide the organization (revised in January, 1995).

SERVICE

Provide effective service to local government, transit operators and other interests in Alameda County. Prepare periodic reports on activities and accomplishments.

LEADERSHIP

Continue to develop the CMA's position as a leader in transportation in the Bay Area.

FINANCIAL

Secure reliable, ongoing funding and explore ways of doing business differently in order to provide a more cost-effective delivery of service.

COOPERATIVE RELATIONSHIPS

Foster cooperative relationships within the CMA member jurisdictions and with other groups, both formal and informal.

PROGRAM INTEGRATION

Develop enhanced procedures to integrate CMA programs, such as the Countywide Transportation Plan and the Congestion Management Program.

MANAGEMENT SYSTEMS

Develop new procedures and update existing procedures, as appropriate, to provide the CMA Board with appropriate management controls.

ALAMEDA COUNTY CONGESTION MANAGEMENT AGENCY

FUTURE DIRECTIONS

Position the CMA to anticipate and respond effectively to new roles and responsibilities assigned to it.

Objectives

- Establish and sustain a CMA for Alameda County and its member cities.
- Develop and update countywide transportation policy through the Countywide Transportation Plan and the Congestion Management Program.
- Coordinate transportation planning and programming within Alameda County.
- Position Alameda County jurisdictions, including its transit operators, to better compete for limited state and federal dollars.
- Seek consensus on future improvements to major roads, freeways and transit services in Alameda County.
- Implement the requirements of state legislation to create, maintain and administer a Congestion Management Program.
- Use, where applicable, the programs and policies of the County's and Cities' General Plans, the plans of the Transit Operators in the county, the County's Countywide Transportation Plan, the Alameda County Transportation Improvement Authority's Strategic Plan as input to the Congestion Management Program.
- Foster early communication among cities, the county and transit operators on transportation projects and issues, and on the system of roadways and transit services designated in the Congestion Management Program.

ALAMEDA COUNTY TRANSPORTATION SYSTEM

The Metropolitan Transportation System (MTS) includes the entire CMP-designated roadway system plus other major arterials, transit services, rail, maritime ports, airports and transfer points that are critical to the region's movement of people and freight.

Highway

There are about 215 miles of state facilities and 306 miles of local arterial roadways on the MTS in Alameda County. The CMP network, a subset of the MTS, consists of:

- 155 miles of interstate freeways;
- 89 miles of conventional state highways; and
- 26 miles of local arterial roadways.

Transit

The following transit services are available in the County:

- Bay Area Rapid Transit (BART);
- Bus service (both local and transbay) from AC Transit, Livermore-Amador Valley Transit (LAVTA), and Union City Transit, public-private shuttle services throughout the county and subscription bus service in East County;
- · Ferry service, provided by the Alameda/Oakland Ferry and Alameda Harbor Bay Ferry; and
- Rail service, provided by the Capitol Corridor (Sacramento-San Jose) and Altamont Commuter Express (Stockton-San Jose).

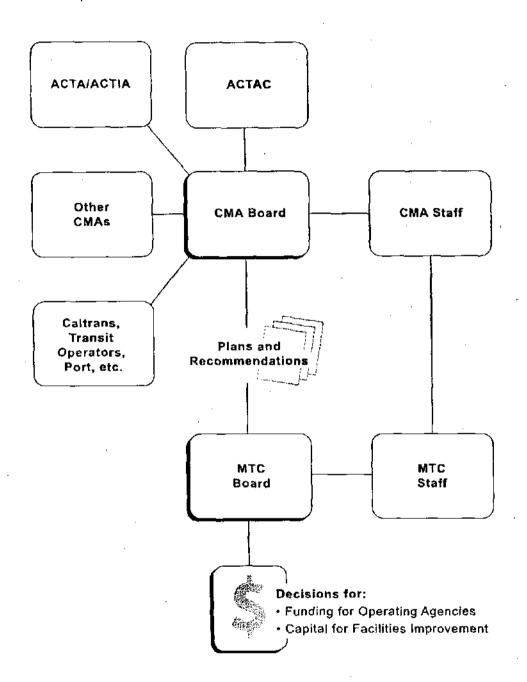
Bicycle

The CMA Board approved the *Countywide Bicycle Plan* on June 28, 2001. When completed the proposed countywide bikeway network will total approximately 492 miles,

RELATION TO OTHER JURISDICTIONS

To achieve its mandate of managing congestion in Alameda County, the CMA must work cooperatively with a myriad of transit operators and agencies at all levels of government: federal, state, regional and local. As shown in Figure 1, these agencies include Caltrans, MTC, the Bay Area Air Quality Management District (BAAQMD), transit agencies, transit operators and local governments.

Figure 1-Relationship to Other Jurisdictions and Agencies



PLANNING AREAS

As shown in Figure 2, the CMP-designated system is organized into four areas for planning purposes and includes the following jurisdictions:

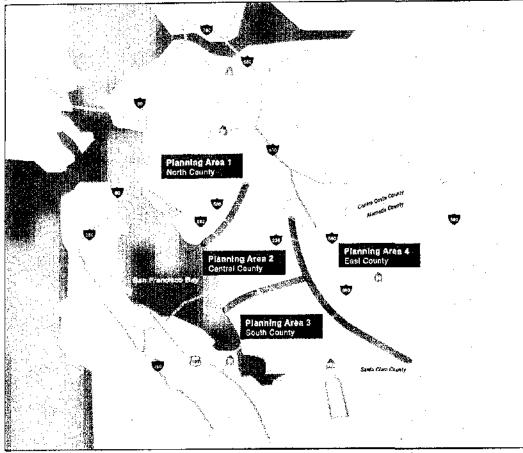


Figure 2—Planning Areas

North County

City of Alameda City of Albany City of Berkeley City of Emeryville City of Oakland City of Piedmont AC Transit BART

Central County

City of Hayward
City of San Leandro
Unincorporated areas of Castro Valley
Unincorporated areas of San Lorenzo
AC Transit
BART

South County

City of Fremont City of Newark City of Union City AC Transit BART

East County

City of Dublin
City of Livermore
City of Pleasanton
Unincorporated scens
BART

CHRONOLOGY OF KEY MILESTONES

Below is a chronological list of key milestones achieved since the CMA's inception.

| 1991 | October CMA Board approves the first Congestion Management Program. | | |
|------|---|--|--|
| 1992 | May | CMA designated as the overall program manager for the Transportation Fund for Clean Air (TFCA). | |
| | August | CMA Board approves the TFCA. | |
| | November | CMA hosts the first Bay Area CMA policymaker conference. | |
| 1993 | March | Jobs/Housing Balance Issue Paper completed and distributed. | |
| · | October | CMA Board approves the Congestion Management Program update and Surface Transportation Program (STP)/Congestion Mitigation and Air Quality (CMAQ) Program. | |
| 1994 | January | Pricing Strategies Issue Paper completed and distributed. | |
| | May | CMA Board approves the first Countywide Transportation Plan. | |
| | Summer | J-580, 1-880 and I-80 Corridor Studies initiated. | |
| 1995 | March | CMA becomes a member of Economic Development Association Board (EDAB). | |
| | | CMA Board approves the Congestion Management Program update. | |
| | Fall | 1996 State Transportation Improvement Program (STIP) list prepared. | |
| | | CMA sponsors Trip Reduction Seminar. | |
| | December | CMA and EDAB establish a transportation task force. | |
| 1996 | January | CMA Board retreat to discuss future. | |
| | April | CMA Board adopts Federal Funding Program. | |
| | | CMA Board retreat to discuss Measure B Reauthorization. | |
| 1997 | Winter | CMA publishes the first State of Transportation Performance Report. | |
| 1337 | vinitei, | CMA Board becomes a member of Altamont Commuter Express (ACE) JPA | |
| | April | San Pablo Avenue Corridor Study completed. | |
| a en | Summer | CMA Board approves the Congestion Management Program update. | |

| 1998 | January | Joint CMA/ Alameda County Transportation Authority (ACTA) Boards retreat. | |
|------|-----------|---|--|
| | | CMA Board adopts STIP list. | |
| | March | CMA reorganizes to increase support to local sponsors. | |
| | April | Guaranteed Ride Home Program begins. | |
| • | August | CMA Board approves the Countywide Transportation Plan update. | |
| | October | ACE rail service begins. | |
| | November | Deficiency Plans required for the first time. | |
| 1999 | January | CMA adopts strategy for project oversight and control. | |
| 1333 | | Board explores pricing as a way of controlling congestion. | |
| | July | CMA Board approves the Congestion Management Program update. | |
| 2000 | January | CMA initiates SMART Corridors program. | |
| | February | CMA adopts timely use of funds policy. | |
| | May | CMA begins state funding exchange program. | |
| | November | Voters approve Alameda County Transportation Sales Tax measure. | |
| 2001 | January | CMA adopts principles related to BART to San Jose. | |
| | March | CMA opens first phase of congestion relief project on 1-680 Sunol Grade | |
| | April . | First project "at risk" report produced. | |
| | May | CMA turns 10 years old! | |
| · | June | CMA adopts first Countywide Bicycle Plan. | |
| | August | CMA Board approves the Countywide Transportation Plan update. | |
| | September | CMA Board approves the Congestion Management Program update. | |
| 2002 | August | CMA adopts sound wall policy. | |
| ΖΨυζ | August | SMART Corridors construction begins. | |
| | December | I-680 interim carpool lane opens. | |
| | | | |

| 2003 | January | CMA amends Countywide Transportation Plan in response to Proposition 42. | |
|------|-----------|--|--|
| | March | CMA adopts transportation/land use work program. | |
| | April | CMA authorizes 1-680 SMART Carpool Lanes demonstration project (formerly known as HOT Lanes). | |
| | • | CMA acts to save vital projects in the face of State fiscal crisis. | |
| 2004 | January | CMA Board approves the Congestion Management Program update | |
| | May | CMA adopts implementation plan for Regional Measure 2 projects. | |
| | | CMA launches the East Bay SMART Corridors service. | |
| | July | CMA Board approves the Countywide Transportation Plan update. | |
| | September | Governor signs legislation authorizing the CMA to implement I-680 SMART Carpool Lanes demonstration project. | |
| | | East Bay SMART Corridors program receives Award of Merit from MTC. | |

2004 FISCAL YEAR WORK PROGRAM ACCOMPLISHMENTS

Charged with the task of managing congestion in the large and diverse county of Alameda, the CMA prepares an annual work program designed to meet this challenge. In May 2004 we celebrated the CMA's 13th anniversary. Despite the complicated economic climate, there were a number of highlights to share.

- In 2003 the CMA Board authorized a demonstration project intended to address delays along the I-680 Sunol Grade — a 14-mile stretch between State Routes 84 and 237. The project was formerly known as HOT (high occupancy toll) lanes and is now referred to as SMART Carpool Lanes. AB 2032, authored by Assemblyman Don Dutra, authorized the CMA to implement the project. In September 2004, the governor signed this bill into law.
- The East Bay SMART Corridors Program continued its success in decreasing congestion along San Pablo Avenue. This transit priority program resulted in an astounding 66 percent increase in ridership and a 17 percent decrease in travel time. Of the increased ridership, 19 percent formerly drove alone. In September the CMA received an Award of Merit from MTC and the Institute of Transportation Engineers (ITS). In addition, Staff member Cyrus Minoofar, Principal Transportation Engineer, received an Award of Outstanding Engineer for the Bay Area from ITS.
- In May the CMA Board adopted an Implementation Plan for Regional Measure 2, RM 2, approved by Bay Area voters in March 2004, increased the tolls on State-owned bridges to \$3. The legislation is expected to generate \$3 billion over 35 years. The CMA is lead sponsor on six major transportation projects, totaling nearly \$80 million.
- Environmental documentation for proposed carpool lanes along I-580 in the Livermore Valley was reinitiated after being suspended due to the State financial crisis. At the CMA Board's direction, staff investigated ways to restore funding and complete the report. Staff received approval from the

California Transportation Commission to change the project sponsor from Caltrans to the CMA, thus allowing the effort to resume.

- The CMA's Exchange Program has accrued just over \$37.2 million in local funds (through June 2004). This Program is used to expedite projects by giving project sponsors the flexibility of using local funds rather than state or federal monies.
- Despite the State's fiscal crisis, the approval of RM 2 provided \$30 million for the BART Oakland
 Airport Connector. ACTIA funds are also being used for project development. In addition, the Port of
 Oakland and BART completed an interim funding agreement for project development costs.
- San Joaquin Regional Rail Commission, the Santa Clara Valley Transportation Authority and the CMA finalized a new long-term agreement allowing the ACE passenger rail to operate well into the future.
- In January 2003, the Board adopted the Congestion Management Program. This document sets forth the strategies for implementing the long-range Countywide Transportation Plan. Updated during odd numbered years, the CMP deals with day-to-day problems congestion causes
- In August 2004, the Board adopted the Countywide Transportation Plan, the long-range policy document that guides transportation decisions and articulates the vision for Alameda County's transportation system. Through goals, objectives and strategies, the Plan lays the groundwork for an investment program tailored to the diverse needs of the county's residents, visitors and workers.

SECTION THREE The Work

OVERVIEW

To help guide and improve Alameda County's transportation system, the CMA's activities to manage congestion can be viewed in three parts:

- One of the CMA's principal directives is planning for long-range transportation in the county, including developing planning documents that guide operation, service and funding decisions.
- Along with the responsibility to plan transportation investments comes the task of programming funds to various other local agencies to be used for transportation improvements. Such improvements may include highway and transit expansion, local street and road improvements, transit maintenance and upgrades to bicycle and pedestrian facilities. These projects and programs must be consistent with the Countywide Transportation Plan and the needs of the people of Alameda County.
- In addition to programming funds to other agencies, the CMA also takes the lead in implementing
 projects and programs. This can take many forms, and always includes close monitoring to ensure
 successful and timely completion.

PLANNING THE SYSTEM

The CMA prepares and updates the 25-year Countywide Transportation Plan and the shorter-range Congestion Management Program for Alameda County. Programs and projects found in these documents are aimed at reducing congestion and improving mobility and air quality.

Guiding Documents

THE VISION PLAN

One of the CMA's primary responsibilities is to develop the *Countywide Transportation Plan*, a long-range policy document that guides transportation decisions and articulates the vision for Alameda County's transportation system. Through goals, objectives and strategies, the Plan lays the groundwork for an investment program tailored to the diverse needs of the county's residents, visitors and workers. Generally, this document is updated during even numbered years.

Through its Funding Allocation Program, the Plan seeks to ensure that transportation investments—over the 25-year planning period—are efficient and productive, and that maintenance and management of the system remains a high priority.

THE IMPLEMENTATION PLAN

The second plan, required by California law for all urban counties, is the Congestion Management Program. This document sets forth the strategies for implementing the long-range Countywide

Transportation Plan. Updated during odd numbered years, the CMP deals with day-to-day problems congestion causes, including:

- Setting level of service standards for the roadways;
- · Analyzing the impact of land development on transportation;
- Exploring ways to manage travel demand; and
- Developing a five-year Capital Improvement Program (CIP).

Other Studies

In addition to the Countywide Transportation Plan and the Congestion Management Program, the CMA conducts special studies which, if results prove feasible, are folded into the CMA's two guiding plans. In recent years, the following notable efforts were completed:

- 1-680 Value Pricing Feasibility Study;
- · 1-880 Value Pricing Feasibility Study;
- I-880 North County Operations and Safety Study; and
- · Countywide Bicycle Plan.

Countywide Input

In addition to the direct planning responsibilities, the CMA also coordinates countywide input to:

- The California Clean Air Act and Transportation Control Measures of the MTC and the BAAQMD;
- MTC guidelines for county transportation plans pursuant to Government Code Section 66531;
- · MTC's Regional Transportation Plan (RTP);
- MTC's Regional Transportation Improvement Program (RTIP) and the California Transportation Commission's STIP;
- The State's Transportation Congestion Relief Program (TCRP);
- Prepare, adopt, update and administer the federal funding programs for Alameda County, including the STP and the CMAQ Program;
- Levy and collect fees and charges, including administrative and operating costs.
- Seek state and federal funding to defray the cost of preparing, adopting, amending, administering and implementing the CMP and other CMA duties; and
- Recommend projects for funding from the Alameda County share of the STIP, as specified in Senate Bill 45.

PROGRAMMING THE FUNDS

The CMA not only develops the long-term and short-term plans, it also recommends projects for funding that will help manage congestion in Alameda County. Both state and federal governments provide discretionary funding for the CMA to program capital projects. The CMA, in cooperation with MTC, determines how funds should be used in the county.

Recommended projects appear in the CIP of the Countywide Transportation Plan. The CIP represents a series of projects and services intended to maintain and enhance the county transportation system. Funding for these improvements is primarily through a combination of five programs. These programs, as well as the process and timeline for funding, is discussed in detail in Section Six of this Handbook.

- Federal Surface Transportation Program;
- Federal Congestion Mitigation & Air Quality Program;
- · State Transportation Improvement Program;
- · State Transportation Fund for Clean Air Program; and
- Local Exchange Program/CMA Transportation Improvement Program.

IMPLEMENTING THE PROJECTS AND PROGRAMS

In addition to planning the system and programming the funds, the CMA implements projects and programs. The CMA provides technical assistance to project sponsors to implement their programs, where necessary. The CMA also oversees project implementation to ensure that projects meet "timely use of funds" requirements and that no programmed funds are lost to Alameda County.

Over the years, the CMA took the lead in advancing a number of implementation efforts, such as:

- I-680 Corridor, addressing the greatly worsening commute over the Sunol Grade;
- I-238 Corridor, including interim and long-term improvements to reduce congestion and delay along this corridor;
- I-880 Corridor, including improvements to access Downtown Oakland and the City of Alameda;
- I-580 Corridor, addressing the feasibility of carpool lanes;
- ACE Passenger Rail; and
- East Bay SMART Corridors Program.

The CMA also acts as the program manager for the TFCA in Alameda County. The TFCA program, which aims to reduce pollution by reducing the use of single-occupant vehicles, is funded through a \$4-per-vehicle registration fee and is managed by the BAAQMD. The law requires the Air District to allocate 40 percent of the revenue to each county. Other functions could be added by amendments to the JPA or by actions of the state or federal government.

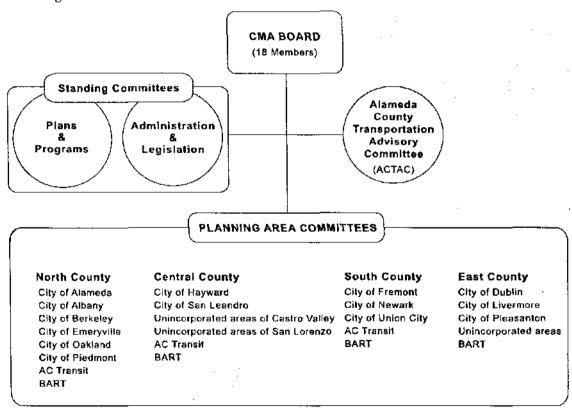
ORGANIZATIONAL STRUCTURE

There are 18 members of the CMA Board, representing Alameda County, the 14 cities in Alameda County, AC Transit and BART. The governing body for each jurisdiction and agency selects a representative to serve on the CMA Board and determines their term of service.

The Chair and Vice-Chair are elected in November of even numbered years, serving the two year period between elections. The Chair or Vice-Chair may be elected to consecutive terms; there are no term limitations. The organizational structure of the Board is shown in Figure 3.

The Board meets on the fourth Thursday of every month. CMA staff and staff of member jurisdictions and agencies support the Board in an advisory and informational capacity.

Figure 3-Board Organizational Structure



COMMITTEE PURPOSE AND ORGANIZATION

Meeting once a month, two standing committees—comprised of Board members—advise the CMA Board: the Administration and Legislation Committee and the Plans and Programs Committee. In addition, an advisory committee provides technical support to the Board and to the standing committees.

Administration and Legislation Committee

This committee is composed of Board members interested and experienced in administration and transportation legislation. Meeting on the second Monday of every month, the purpose of this Committee is to make recommendations to the Board on:

- · Personnel and administrative matters;
- · The fiscal year Work Program; and
- Legislation.

Plans and Programs Committee

This Committee is comprised of Board members with interest and experience in transportation plans and programs. The Committee meets on the second Monday of every month. Its purpose is to make recommendations to the Board on:

- The Countywide Transportation Plan;
- The Congestion Management Plan; and
- Federal and State funding programs.

Alameda County Technical Advisory Committee

The Technical Advisory Committee to the CMA Board (ACTAC) is composed of staff from local jurisdictions and agencies, including Alameda County, all 14 cities, transit operators, MTC, Caltrans, BAAQMD and ACTIA. With the CMA Executive Director functioning as the Chair, ACTAC members provide technical expertise analysis and recommendations related to transportation planning, programming and funding. This committee meets on the first Tuesday of every month.

A CONSENSUS APPROACH

A "Culture" of Consensus

To best address Alameda County's diversity, competition for limited resources and funding complexities, the CMA Board strives for consensus on major issues for two key reasons.

- The CMA competes on the regional, state and national level for transportation funds. Successful competition requires solid support from all Board members. The MTC gives significant weight to CMA recommendations that enjoy a high level of agreement. Therefore it is necessary to avoid weak consensus agreements accepted primarily for the sake of reaching agreement.
- Majority voting can lead to hard feelings that may later become barriers for members looking to build
 consensus for the best regional and local decisions. Consensus decisions must be high quality,
 addressing regional and countywide concerns, as well as concerns within one planning area.

Note: Emphasizing the importance of a consensus approach, each Board member is provided the booklet, Solving Community Problems by Consensus, by Susan Carpenter.

Definition

The CMA considers "consensus" to be a process that results in a high level of agreement among Board members. Using the "Levels of Consensus" scale, consensus is defined as all members indicating a Level 1 through 4 agreement. The Levels of Consensus are:

- 1. I can say an *unqualified "yes"* to the decision. I am satisfied that the decision is an expression of the wisdom of the group.
- 2. I find the decision perfectly acceptable. It is the best of the real options available to us.
- 3. I can live with the decision. I am not especially enthusiastic about it.
- 4. I do not fully agree with the decision and need to register my view about it. However, I do not choose to block the decision and will *stand aside*. I am willing to support the decision because I trust the wisdom of the group.
- 5. I do not agree with the decision and feel the need to block this decision being accepted as consensus.
- 6. I feel that we have no clear sense of unity in the group. We need to *do more work* before consensus can be reached.

Process

The CMA's goal is a *high quality process* (recognizing that not all constituents will be pleased and perfection is not attainable). Notably, funding constraints ensure that not all reasonable needs can be immediately—if ever—addressed. Notwithstanding, the Chair will create the opportunity for all interested constituencies to be heard, through their representatives and Board members, to:

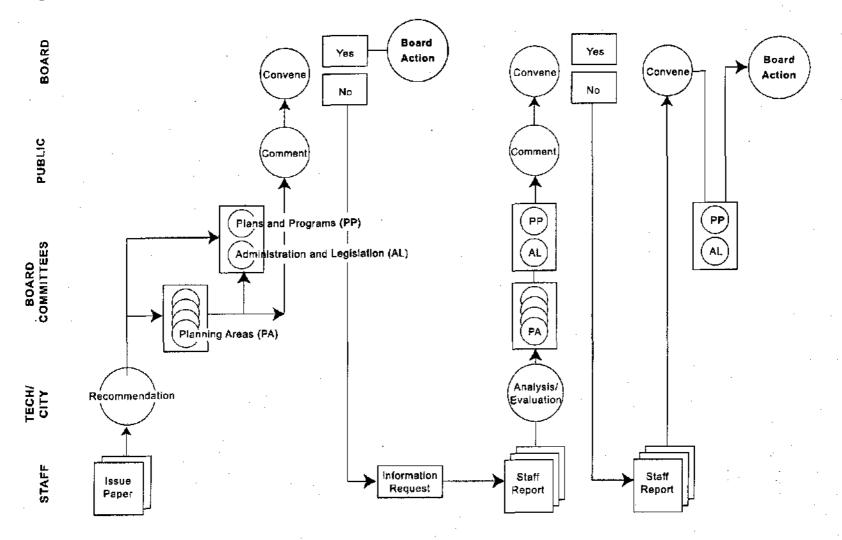
Identify issues and opportunities;

- · Raise questions;
- Clarify technical information;
- · Offer alternative approaches and solutions; and
- · Express preferences.

Early in a discussion item, the Chair will test the level of support to better understand specific concerns and issues. Acknowledging that the Board may not always reach consensus within the available time, a member can ask that the discussion item be voted upon. Since this is a "suspension of debate" motion, a two-thirds vote is required. Alternatively, the Chair can choose to table the item and schedule it for a subsequent meeting, using the Board's standing voting structure (described below).

Figure 4 illustrates the Board decisionmaking process. For many items the process may result in Board action on the first attempt. Other more complex or controversial items may require an iterative approach to build understanding, support or modification. As shown, the process includes the opportunity for repeated input and inquiry, information requests and gathering, public involvement and technical analysis. Given the complexity of transportation planning, the diversity of the County and the limitations on resources, such an iterative process is essential.

Figure 4-Board Decisionmaking Process



Expectations

Even when the consensus approach to decisionmaking is unsuccessful, it can help lay the foundation for meaningful debate and future understandings. Overall, there are three key expectations to the process.

- Planning area agreements are advisory. If members of a planning area reach consensus for their area, the Board is expected to approve the recommendation, provided it has little or no county or regional impact and will consider other recommendations in a regional context.
- Significant changes to major decisions at or near the end of the process—where public hearings have been held—is avoided. This is especially followed when there is a deadline and little time for the Board to explore such changes.
- If consensus cannot be reached, the weighted voting structure (described below) will be used, as described in the Administrative Code.

VOTING STRUCTURE

Table I shows the Board voting structure, based on the most current population figures for Alameda County. The voting representation reflects the following formula contained in the revised JPA:

- An initial vote for the Alameda County Board of Supervisors and each Alameda County city for every 50,000 population or fraction thereof;
- Additional votes shall accrue to the county and cities as each jurisdiction's population reaches the midpoint of the next highest increment of 50,000 (e.g., 25,001 or more); and
- One voting representative each for AC Transit and BART.

Each city's voting representation is adjusted according to the above formula following the publication of each national census or during the intervening periods using population estimates from the California Department of Finance. A majority of the authorized vote of the CMA Board is required to:

- Adopt or amend the Congestion Management Program;
- Adopt a resolution of conformance or non-conformance with the adopted Congestion Management Program;
- Approve or reject a deficiency plan that will address problems;
- · Adopt or amend the Countywide Transportation Plan;
- Approve federal or state funding programs;
- Adopt the annual budget; or
- Levy fees or charges.

A majority vote of those present and voting is required for any other action.

Table 1-Board Voting Structure

| | POPULATION (January 2004) | VOTES |
|-------------------------------|------------------------------|----------|
| Unincorporated Alameda County | 139,100 | 3 |
| City of Alameda | 74,400 |] |
| City of Albany | 16,700 |] |
| City of Berkeley | 104,300 | 2 |
| City of Dublin | 38,350 | 1 |
| City of Emeryville | 7,675 | J |
| City of Fremont | 209,100 | 4 |
| City of Hayward | 144,600 | 3 |
| City of Livermore | 78,600 | 2 |
| City of Newark | 43,750 | 1 |
| City of Oakland | 411,600 | 8 |
| City of Piedmont | 11,050 | <u> </u> |
| City of Pleasanton | 67,200 | 1 |
| City of San Leandro | 81,500 | 2 |
| City of Union City | 70,200 | 1 |
| AC Transit | N/A |] |
| BART | N/A | j |
| TOTAL | 1,498,000 | 34 |

Source: State Department of Finance Estimates

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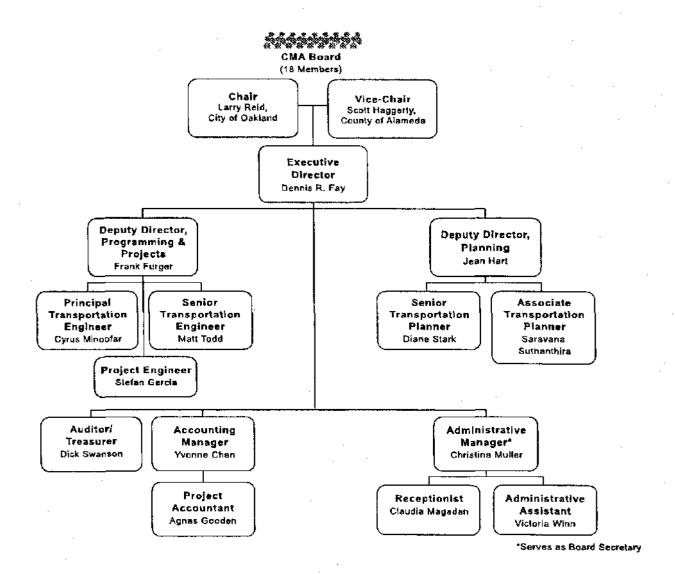
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ORGANIZATIONAL STRUCTURE

To best support the Board, CMA staff is organized as shown in Figure 5.



ROLES AND RESPONSIBILITIES

Below is a brief summary and overview of CMA staff roles and responsibilities. A more complete listing of expected essential duties, supervisor responsibilities, qualifications, and education and/or experience levels of each staff position can be obtained from the Administrative Manager.

Executive Director

The Executive Director plans, organizes and directs the CMA's work program under general policy direction from the Board. The Executive Director has sole discretion in hiring, firing and personnel actions relating to all employees of the agency and is responsible for the guidance and monitoring of all CMA programs and projects.

Deputy Director of Planning

Reporting to the Executive Director, the Deputy Director of Planning is responsible for CMA's transportation and congestion management planning programs. The Deputy Director supervises 1-3 professional staff members. This position is classified as exempt.

Deputy Director of Programming and Projects

Reporting to the Executive Director, the Deputy Director of Programming and Projects is responsible for federal and state transportation funding programs, and for the engineering and development of transportation projects within the authority of the CMA. The Deputy Director supervises 1-3 professional staff members. This position is classified as exempt.

Administrative Manager and Board Secretary

Reporting to the Executive Director or designee, the Administrative Manager oversees all activities related to the administrative, human resources, systems administration, facilities and office management, purchasing, inventory and contract administration of the CMA. The Administrative Manager also assumes the duties as Disadvantaged Business Enterprise Liaison Officer and Secretary to the CMA Board and Committees. The Administrative Manager supervises all administrative and clerical personnel. This position is classified as exempt.

Accounting Manager

Reporting to and under the general supervision of the Executive Director, the Accounting Manager is responsible for the agency's general accounting function, financial analysis and the systems and procedures to ensure proper financial and accounting compliance. This position is classified as exempt.

Senior Transportation Planner

Under the general supervision of the Deputy Director of Planning, the Senior Transportation Planner acts as the lead professional staff person responsible for a wide range of assigned projects to plan, study and analyze transportation related initiatives. This position is classified as exempt.

Associate Transportation Planner

Under the general supervision of the Deputy Director of Planning, the Associate Transportation Planner assists the Deputy Director and Senior Transportation Planner in a wide range of assigned projects to plan, study and analyze transportation related initiatives. This position is classified as exempt.

Principal Transportation Engineer

Under the general supervision of the Deputy Director of Programming and Projects, the Principal Transportation Engineer acts as lead professional staff person responsible managing consultant teams for a wide range of transportation related initiatives. This staff member also oversees the SMART Corridor program. This position is classified as exempt.

Senior Transportation Engineer

Under the general supervision of the Deputy Director of Programming and Projects, the Senior Transportation Engineer acts as the lead professional staff person responsible for implementing transportation related initiatives and provide oversight to the funding process. This position is classified as exempt.

Project Engineer

Under the general supervision of the Deputy Director of Programming & Projects the Project Engineer acts as the lead professional staff person responsible for a wide range of assigned projects to plan, engineer and analyze transportation related projects and programs. This position is classified as exempt.

Project Accountant

Under the general supervision of the Accounting Manager, the Project Accountant maintains the project and related contract files, performs various accounting tasks (such as accounts payable), develops related expenditure reports, prepares grant reimbursement reports, integrates accounting information with the project database and performs project monitoring work as assigned. This position is classified as exempt.

Administrative Assistant

Reporting to and under the general supervision and direction of the Administrative Manager, the Administrative Assistant provides administrative, operational and procedural support to the CMA staff. The position also performs a variety of administrative and other related activities requiring initiative and judgment. This position is classified as non-exempt.

Receptionist

Reporting to and under the general supervision and direction of the Administrative Manager, the Receptionist answers incoming telephone calls and directs CMA inquiries to the appropriate personnel. The position also performs other administrative and clerical tasks, as needed. This position is classified as non-exempt.

BOARD AND COMMITTEE SUPPORT

Assignments

Staff liaisons are assigned to each CMA Committee. The liaison is responsible for preparing the draft and final agenda, preparing supporting materials for the mailings, assuring that meeting minutes are taken and other functions necessary to assure proper staffing for the meetings. Staff liaison assignments are:

- CMA Board—Executive Director
- Administration and Legislation Committee—Executive Director
- · Plans and Programs Committee Deputy Director of Planning
- Alameda County Technical Advisory Committee—Deputy Director of Programming and Projects

Response to Requests

CMA staff will make a good faith effort to respond to voice and email messages or written requests from Board members in a timely manner, preferably within 24 hours. If a request will require information not readily available or not available for release, staff should provide a reasonable schedule by when a response can be expected.

Agendas and Mailings

Preparing quality informational material is a high priority to facilitate an efficient and productive meeting. Board and Committee members are encouraged to contact the Executive Director or the Board Secretary with suggestions for improving or complementing materials.

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SECTION SIX The Funding Picture

DIRECT FUNDING SOURCES

Funding for CMA transportation investments is primarily through a combination of five federal, state and local programs.

Surface Transportation Program

The CMA is responsible for soliciting and prioritizing projects in Alameda County for a portion of the federal STP. The STP is funded through TEA-21, the legislation by which the CMA receives federal monies. The CMA primarily programs STP funds to roadway projects, including resurfacing of local streets and roads.

Congestion Mitigation & Air Quality Program

The CMA is responsible for soliciting and prioritizing projects in Alameda County for a portion of the federal CMAQ. These funds are used on projects that will provide an air quality benefit such as carpool lanes, intermodal transit centers and SMART Corridor projects, and bicycle and pedestrian projects. These projects are selected based on a schedule determined at the regional agency (MTC) level.

State Transportation Improvement Program

State law delegates the development and approval of County priorities for funding in the STIP to the CMAs. Working with project sponsors, including Caltrans, transit agencies and local jurisdictions, the CMA solicits and prioritizes projects that will be programmed in the STIP. Alameda County STIP funds have been programmed to a variety of projects, including BART extensions, purchase of new transit vehicles and freeway widening projects. This program is updated during odd numbered years and is included in the Congestion Management Program.

Of the STIP funds, 75 percent are programmed at the county level and earmarked as "County Share." The remaining 25 percent are programmed at the state level and are part of the Interregional Transportation Improvement Program (ITIP).

Transportation Fund for Clean Air Program

State law permits the Bay Area Air Quality Management District to collect a fee of \$4 per vehicle per year to reduce air pollution from motor vehicles. Of these funds, the BAAQMD programs 60 percent; the remaining 40 percent are allocated to an overall program manager for each county—the CMA in Alameda County. Of the CMA portion, 70 percent are programmed to the cities and County and 30 percent are programmed to transit-related projects.

In the past, the CMA has used these funds to support an array of improvements such as shuttle buses, transit information, bicycle projects, regional ridesharing, the Guaranteed Ride Home Program and signal coordination. This program list is updated annually.

Local Exchange Program/CMA Transportation Improvement Program

The CMA has established a "Local Exchange Program" to give project sponsors some flexibility to streamline and expedite project delivery. Under this Program, the CMA exchanges state and federal funds for local monies to create a local funding source. This funding source gives project sponsors the flexibility of using local rather than state or federal funds.

INDIRECT FUNDING SOURCES

There are a number of additional funding programs available to Alameda County for transportation improvements. However, the CMA does not have a direct role in the programming of these funds.

- Federal Disaster Assistance
- Federal Transit Sections 5307 and 5309
- State Transit Capital Improvement Program
- State Interregional Transportation Improvement Program
- State Environmental Enhancement and Mitigation Program
- State Transportation Development Act (transit, paratransit and bicycle/pedestrian)
- · State Transit Assistance
- State Highway Operations and Protection Program
- State/Local Transportation Partnership Program
- · Local BART Sales Tax
- Local Measure B Sales Tax
- Local Bridge Tolls
- · Local Gas Tax

PROCESS AND TIMELINE

Below is a description of the process and timeline for selecting CMA projects for federal and state funding. Figure 6 provides an overview of the funding picture.

STP OR CMAQ

Projects seeking funding from STP or CMAQ sequence through the following steps.

1. Project Sponsor submits application to CMA.

- 2. CMA evaluates candidate projects for consistency with the Countywide Transportation Plan.
- 3. CMA submits candidate projects to MTC for evaluation.
- 4. MTC adopts the program of projects into the federal TIP.

Note: There is no statutory schedule for this process. MTC establishes a timeline based on federal guidance.

TFCA

Projects seeking funding from TFCA sequence through the following steps. Note: There is a two-tier process for these funds: one for the 60 percent (BAAQMD programmed); and one for 40 percent of the funds (CMA programmed).

60 Percent of the Funds

- 1. Project Sponsor submits application to BAAQMD for evaluation. Timeline—Summer of each year.
- The BAAQMD evaluates candidate projects for consistency with regional goals and approves a final project list.

Timeline - Fall of each year.

40 Percent of the Funds

- Project Sponsor submits application to CMA.
 Timeline Winter of each year.
- CMA evaluates candidate projects for consistency with the Countywide Transportation Plan and adopts the Congestion Management Program.
 Timeline Winter through Spring of each year.
- 3. CMA submits candidate projects to BAAQMD for evaluation. Timeline—Spring of each year.
- 4. The BAAQMD evaluates candidate projects for consistency with law and approves a final project list. Timeline—Summer of each year.

State Funding Program

Projects seeking funding from STIP sequence through the following steps.

- Project Sponsor submits application to CMA. Timeline—Winter of odd numbered years.
- 2. CMA evaluates candidate projects for consistency with the Countywide Transportation Plan and radopts the Congestion Management Program.

 Timeline—Spring through Fall of odd numbered years.
- CMA submits candidate projects to MTC for evaluation. MTC adopts the State RTIP. Timeline—By December 15 of odd numbered years.

4. MTC submits RTIP projects and Caltrans submits recommended projects to the CTC for review. The CTC adopts the STIP.

Timeline-By April 1 of even numbered years.

Local Funding Program

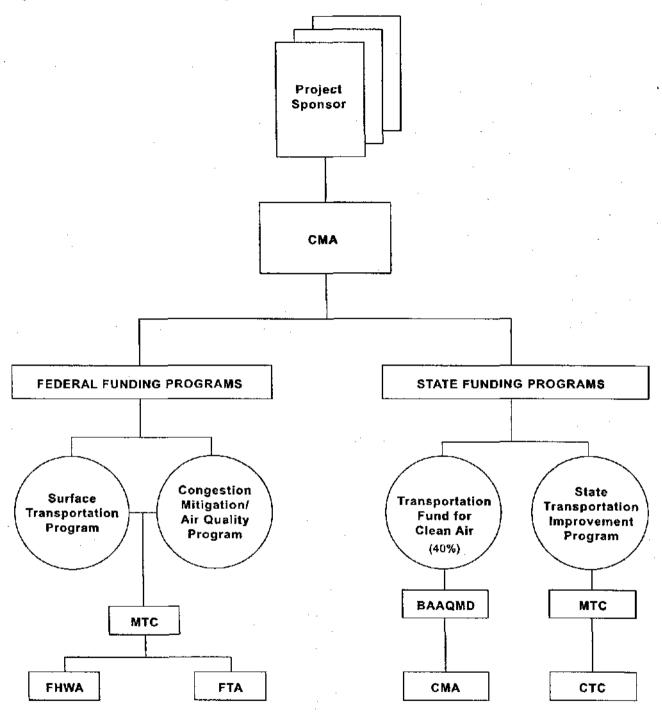
Projects seeking funding local sources sequence through the following steps.

- 1. Project Sponsor submits application to CMA. Timeline Winter of odd numbered years.
- 2. CMA evaluates candidate projects for consistency with the Countywide Transportation Plan and adopts the Congestion Management Program.

Timeline - Spring through Fall of odd numbered years.

Note: There is no statutory schedule for this process. The CMA establishes a timeline based on other funding sources.

Figure 6—Overview of the Funding Picture



ATTACHMENT A Glossary of Acronyms

ABAG Association of Bay Area Governments

AC Alameda County

AC Transit Alameda/Contra Costa Transit District

ACE Altamont Commuter Express

ACTA Alameda County Transportation Authority (1986 Measure B authority)

ACTAC Alameda County Technical Advisory Committee

ACTIA Alameda County Transportation Improvement Authority

ADA Americans with Disabilities Act (federal)

BAAQMD Bay Area Air Quality Management District

BART Bay Area Rapid Transit District

BCDC Bay Conservation and Development Commission

BRT Bus Rapid Transit

BTA Bicycle Transportation Account

Caltrans California Department of Transportation

CDF California Department of Finance

CEQA California Environmental Quality Act

CIP Capital Investment Program

CMA Alameda County Congestion Management Agency

CMAQ Congestion Mitigation and Air Quality (federal)

CMP Congestion Management Program

CPS Comprehensive Service Plan

CTC California Transportation Commission

DART Direct Access Responsive Transit

EDA Economic Development Association

EDAB Economic Development Association Board

EEM Environmental Enhancement and Mitigation Program (state)

EIR Environmental Impact Report (state)

EIS Environmental Impact Statement (federal)

GLOSSARY OF ACRONYMS

EPA Environmental Protection Agency

FHWA Federal Highway Administration

FTA Federal Transportation Agency

FHA Federal Transportation Administration

HOT High occupancy toll

HOV High occupancy vehicle

1TIP State Interregional Transportation Improvement Program

JPA Joint Powers Agreement

LAVTA Livermore-Amador Valley Transportation Authority

LOS Level of service

MIS Major Investment Study

MTC Metropolitan Transportation Commission

MTS Metropolitan Transportation System

MUNI San Francisco Municipal Railway

NEPA National Environmental Protection Agency

NTS National Transportation System

PA Planning Area

RDA Redevelopment Agency

RM 2 Regional Measure 2

RTIP Regional Transportation Improvement Program (state)

RTP Regional Transportation Plan

SAFETEA Temporary name for reauthorization of TEA-21 (federal)

SAMTRANS San Mateo County Transit District

SHOPP State Highway Operations and Protection Program

SLTP State/Local Transportation Partnership Program

SR State Route

SRTP Short-Range Transit Plan

STA State Transit Assistance

STIP State Transportation Improvement Program

STP Surface Transportation Program (federal)

TCI Transit Capital Improvement Program (state)

ALAMEDA COUNTY CONGESTION MANAGEMENT AGENCY

TCM Transportation Control Measures

TCRP Transportation Congestion Relief Program

TDA Transportation Development Act (state)

TEA-21 Transportation Equity Act for the 21st Century (federal)

TFCA Transportation Fund for Clean Air

TIP Transportation Improvement Program (federal)

TMS Transportation Management System

TOD Transit-oriented development

TOS Transportation Operations System

TVTC Tri Valley Transportation Committee

VMT Vehicle miles traveled

WTA San Francisco Bay Area Water Transit Authority

ATTACHMENT B Staff Salary and Benefits Resolution



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City of Albany Councimember

Allen Maris

BART

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Kess Worthington

City of Bublin Mayor Janet Lockhari

City of Emeryville Councilmember

Nora Cavis

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Mayor Robert Wasserman

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Accerta Cooper

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Mayor
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City of Newark Councimember

Paul H. B. Tong City of Cakland

Councilmember

Larry Reid

Chairperson

City of Pledmont Councimember Jeff Weler

City of Pleasanton

Mayor

Jernaler Hosterman

City of San Leandro

Shelia Young
City of Union City

y on union cary Mayor Mark Green

RESOLUTION 05-05 SALARIES AND BENEFITS FOR STAFF MEMBERS CALENDAR YEAR 2005

WHEREAS, the Alameda County Congestion Management Agency, hereinafter referred to as CMA, was created pursuant to a joint powers agreement entered into among the cities, County and transit operators of Alameda County; and

WHEREAS, the CMA is empowered by the joint powers agreement to carry out transportation planning and programming activities, including the development of a congestion management program pursuant to Section 65088 et seq. of the Government Code and a countywide transportation plan pursuant to Section 66531 of the Government Code, and to accomplish other transportation planning and programming functions and responsibilities; and

WHEREAS, the CMA is authorized under Section 11 and 13 of the Joint Powers Agreement to appoint and retain staff as necessary to fulfill its powers, duties and responsibilities;

NOW, THEREFORE, IT IS RESOLVED AND ORDERED that the rate of compensation and other employment benefits for members of the Alameda County Congestion Management Agency's independent staff for the Calendar Year 2005 are hereby adopted, and are herein set forth.

- 1.1. Deputy Director, Planning, whose duties and responsibilities are described by an approved CMA job specification, shall be compensated at a rate to fall between \$108,700 to \$141,200 per annum, to be paid twice monthly.
- 1.2. Deputy Director, Programming and Projects, whose duties and responsibilities are described by an approved CMA job specification, shall be compensated at a rate to fall between \$115,200 to \$149,800 per annum, to be paid twice monthly.
- 1.3. Principal Transportation Engineer, whose duties and responsibilities are described by an approved CMA job specification, shall be compensated at a rate to fall between \$96,600 to \$125,600 per annum, to be paid twice monthly.
- 1.4. Project Engineer, whose duties and responsibilities are described by an approved CMA job specification, shall be compensated at a rate to fall between \$96,600 to \$125,600 per annum, to be paid twice monthly.
 - 1.5. Senior Transportation Planner, whose duties and responsibilities are

Executive Director

Dennis R. Fay

described by an approved CMA job specification, shall be compensated at a rate to fall between \$85,900 to \$111,700 per annum, to be paid twice monthly.

- 1.6. Senior Transportation Engineer, whose duties and responsibilities are described by an approved CMA job specification, shall be compensated at a rate to fall between \$85,900 to \$111,700 per annum, to be paid twice monthly.
- 1.7. Associate Transportation Engineer/Planner, whose duties and responsibilities are described by an approved CMA job specification, shall be compensated at a rate to fall between \$72,100 to \$93,800 per annum, to be paid twice monthly.
- 1.8. Accounting Manager, whose duties and responsibilities are described by an approved CMA job specification, shall be compensated at a rate to fall between \$72,100 to \$93,800 per annum, to be paid twice monthly.
- 1.9. Project Accountant, whose duties and responsibilities are described by an approved CMA job specification, shall be compensated at a rate to fall between \$50,700 to \$65,900 per annum, to be paid twice monthly.
- 1.10. Administrative Manager, whose duties and responsibilities are described by an approved CMA job specification, shall be compensated at a rate to fall between \$60,600 to \$78,600 per annum, to be paid twice monthly.
- 1.11. Administrative Assistant, whose duties and responsibilities are described by an approved CMA job specification, shall be compensated at a rate to fall between \$40,100 to \$52,100 per annum, to be paid twice monthly.
- 1.12. Receptionist, whose duties and responsibilities are described by an approved CMA job specification, shall be compensated at a rate to fall between \$28,200 to \$36,700 per annum, to be paid twice monthly.
- 1.13. The salary ranges for the employees described in Paragraphs 1.1 through 1.12 above shall not include steps and/or provision for any automatic or tenure based increases.
- 1.14. The starting salaries, following adoption of this Resolution, for the employees described in Paragraphs 1.1 through 1.12 above, shall be set within the prescribed ranges by the Executive Director.
- 2.1. Original appointments shall be tentative and subject to a probationary period of one (1) year actual service.
- 2.1.1. Every three (3) months during the probationary period new employees will meet with their supervisor to discuss the employee's performance to date. At the time of

the discussion the supervisor will complete an evaluation for the employee's personnel records.

- 2.1.2. Upon completion of the probationary period, the employee shall be given a written evaluation. If this evaluation shows that the employee has satisfactorily demonstrated the qualifications for the position, the employee shall gain regular status, and shall be so informed in writing.
- 2.1.3. At any time during the probationary period, a probationary employee may be terminated without cause. Employee shall be notified in writing by the Executive Director of such termination.
- 2.1.4. The probationary period may be extended once by the Executive Director for a period not to exceed ninety days in order to further evaluate the performance of the probationary employee.
- 2.1.5. The probationary period is automatically extended by a period of time equal to the time the employee is absent due to any type of leave, including time absent while receiving workers compensation.
- 2.2. Following successful completion of the probationary period, performance reviews for employees described in Paragraphs 1.1 through 1.12 above shall be conducted at least once a year by the Executive Director or his/her designee.
- 2.3. On the basis of the performance reviews, increases or decreases in compensation will be granted at that time by the Executive Director based on a combination of the employee's performance rating and the existing position of his/her salary in the salary range for his/her position, consistent with the merit salary pool approved by the Board as a part of the annual budget. Below are the merit increase guidelines:

| Performance Level | Merit Increase Guideline (according to employee's current salary by posttion in range) | | | Contingent Guideline |
|----------------------|--|-----------------|----------------|-------------------------|
| | Lower Third | Middle Third | Upper Third | Minimum Base Salary |
| Outstanding | 6-7% | 5-6% | 4-5% | 110% of Midpoint |
| Commendable | 5-6% | 4-5% | 3-4% | 105% of Midpoint |
| Satisfactory | 4-5% | 3-4% | 0 | 100% of Midpoint |
| Below Standard | 0 | 0 | 0 | NA |
| Unsatisfactory | 0 | 0 | 0 | NA |

The contingent salary guideline can only be used in the following instances:

- To maintain high performer salaries above the midpoint
- · When retention issues arise
- To "promote-in-place" those employees whose job duties have changed since the last classification

The contingent salary guideline does not apply to employees during the probationary period.

- 3.1. The payment of overtime compensation shall be in accordance with State and Federal laws. The Executive Director shall conduct a review of the responsibilities of each position and designate whether the position is exempt from overtime compensation provisions pursuant to the Code of Federal Regulations: Title 29, Part 541. Nonexempt employees who are required to work more than forty hours in one week or on official CMA holidays as per paragraph 4.1.6, except as stated in paragraph 7.1, shall be entitled to overtime compensation for all hours so worked, paid not later than the next payroll following the pay period in which the overtime was worked. The overtime rate shall be computed at one and one-half times the employee's regular rate of pay as calculated to the nearest one-tenth (1/10) of an hour for overtime except holidays. The overtime compensation for CMA holidays shall be two times the employee's regular rate of pay as calculated to the nearest one-tenth (1/10) of an hour. All overtime shall be approved in advance by the Executive Director or his/her designee.
- 3.2. An employee whose position is designated as exempt under section 3.1 above, may be granted compensatory time off with prior approval of Executive Director. The employee, with the approval of the Executive Director or his/her designee, shall have consistently worked in excess of normal working hours, excluding incidental overtime, which is described as one (1) hour or less. Compensatory time off shall be computed in accordance with federal and state regulations. Use of compensatory time off shall be by mutual agreement between the Executive Director or his/her designee and the employee. At no time shall an employee's compensatory time accrual exceed eighty (80) hours.
 - 4.1. All full time employees shall be entitled to the following benefits:
- 4.1.1. Retirement Benefits: All CMA employees shall be entitled to membership with the Public Employees' Retirement System (PERS) according to the guidelines established in the PERS Retirement Benefits Policy and the CMA's contract with PERS. Pursuant to Government Code section 20022(b)(6), CMA shall contribute to PERS each pay period the employee contribution on behalf of all employees. Such contribution shall be reported to PERS as "employee contribution being made by the contracting agency" and shall not be deemed to be "compensation" reportable to PERS. The PERS Retirement formula for the CMA is 2 % at age 55.

- 4.1.2. Health, Dental and Other Benefits: All CMA employees shall be entitled to enrollment in health, dental and other benefits as follows:
- a health plan through PERS
- a dental program
- vision care
- · group life insurance
- disability insurance
- a transit subsidy program, with a maximum according to the federally authorized amount
- reimbursement for non-reimbursed medical and dental expenses up to a maximum of \$675 annually.

For health plan coverage, the CMA will pay up to the cost of the Kaiser health plan for self plus 2 dependents.

The CMA will pay 1/2 of the Kaiser health plan premium (self plus 2 dependents) in additional salary, if that employee elects to not use the CMA's health program.

- 4.1.3. Vacation Leave: Vacation shall accrue at the rate of one day per month for the first year and one extra day per year for each year of service thereafter, to a maximum of five weeks per year. Each employee shall be required to take at least one week of accrued vacation each year consistent with the employee's accrued vacation balance. Vacation leave accrual shall not exceed eight (8) weeks at any time. Once an employee reaches the maximum accrual, accrual of additional vacation leave shall cease until the maximum accrual has been reduced to less than eight weeks. Exceptions may be approved by the Executive Director. An employee may cash out a portion of their accrued vacation leave at the employee's full rate of compensation. The maximum amount of vacation leave which can be cashed out by an employee during any given year of service shall not exceed one-half (1/2) of the annual vacation leave the employee is then eligible to receive based on the employee's years of service. For employees continuing with the CMA who were previously serving the CMA under contract, service credit will be given from the time of hire or the effective date of the joint powers agreement, May 28, 1991, whichever is later.
- 4.1.4. Sick Leave: Sick leave shall accumulate at the rate of one day per month. Sick leave may be accrued up to one hundred twenty (120) working days. Sick leave may not be used for illness or injury otherwise covered under workers compensation. A total accumulation of 120 days of unused sick leave may be used towards service credit for PERS retirement benefits.
- 4.1.5. Bereavement Leave: Employees shall receive three (3) days for bereavement leave in the case of death within the immediate family. For purposes of this

section, "immediate family" means parent, step parent, foster parent, spouse, child, stepchild, foster child, sibling or any other person sharing the relationship of in loco parentis, and when living in the household of either parent law, grandparents, grandchildren or a domestic partner.

Employees shall receive one (1) day to attend a funeral for a friend or relative outside their immediate family.

- 4.1.6. Holidays: There shall be eleven paid holidays (New Year's Day, Martin Luther King, Jr., Presidents Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day and the day after, and Christmas Day and the day after or before) plus 2 floating holidays.
- 4.1.7. Tuition Assistance Policy: Employees are eligible for reimbursement for job-related courses, subject to their supervisor's approval if the employee has completed their probationary period. Employees seeking reimbursement for a job-related course must first complete the Tuition Assistance Request form, and receive approval from their supervisor. The CMA will reimburse employees for 50% of tuition fees up to \$500, at accredited institutions as long as the course is taken for credit and the employee receives a grade of C or above. Proof of completion and grade must be submitted to the Executive Director or his/her designee to receive reimbursement. The CMA will reimburse 50% of tuition only, not for books, transportation, etc.
- 4.1.8. Other: Two other benefits will be offered at no cost to the CMA: (1) a program that permits an employee to deduct a fixed amount from his/her salary before income taxes for purposes of child care and non-reimbursed medical expenses; and (2) an optional deferred compensation program.
- 5.1. All employees shall be provided with Unemployment Insurance through the Employment Development Department of the State of California, workers compensation insurance and participation in the Medicare insurance program, as long as such participation is legally required of the CMA.
- 5.2. All employees shall be reimbursed for travel and other expenses incurred in performance of their job. Mileage shall be reimbursed at the current Internal Revenue Service (IRS) rate. At the option of the Executive Director, an employee may be offered a fixed monthly allowance for such expenses in lieu of monthly reports of actual expenses. Such allowance shall be based on the employee's historical average of such expenses and/or miles driven, and may be adjusted annually by the Executive Director.
- 6.1. The Executive Director or his/her designee may grant an employee a leave of absence without pay.

- 6.1.1. Such leave of absence shall not exceed three (3) months, except as set forth in paragraph 6.1.4.
- 6.1.2. No such leave shall be granted except in written form and upon written request of the employee setting forth the reason therefore. Upon expiration of a regularly approved leave, the employee shall be reinstated in the position held at the time leave was granted. Failure on the part of an employee on leave to report promptly at its expiration or within a reasonable time after notice to return to duty shall be cause for termination.
- 6.1.3. Where leave is granted, that does not exceed two (2) weeks, vacation and sick leave shall accrue.
- 6.1.4. The Executive Director may grant an employee with service of less than twelve (12) months a leave of absence without pay for a maximum of two (2) weeks.
- 6.2. Leave of absence with pay shall be granted to an employee who is called or required to serve as a juror.
- 6.2.1. The employee must return to work on any day that they are excused from service.
- 6.2.2. The employee shall be paid the difference between his/her full salary and any payment received for such duty, except travel pay.
- 7.1. Full time employees may work a flexible schedule pursuant to a policy adopted by the Executive Director, except weeks containing CMA holidays as defined in Paragraph 4.1.6.
- 7.2. The offices of the CMA shall be open for the public between 8:30 a.m. and 5:00 p.m. each weekday, except on CMA holidays as defined in Paragraph 4.1.6.
- 8.1. All provisions of this Resolution shall be effective and pertain to all employees as of the date of hire of the employee, or January 1, 2005, whichever is later in time, unless otherwise provided.
- 8.2. The Executive Director is authorized to execute the necessary contracts for the benefits and insurance coverage described herein.

ADOPTED by the Alameda County Congestion Management Agency at a regular meeting held on Thursday, March 24, 2005 in Oakland, California, by the following vote:

AYES: 3/

NOES:

ABSTAINED:

ABSENT: 5

SIGNED:

Larry Reid, Chairperson

ATTEST:

Christina Muller, Board Secretary



Alameda County Congestion Management Agency

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